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Most of the material in this handbook is a general statement of trusteeship as it applies to public libraries. For libraries in first class cities, under city manager jurisdiction, or in counties or regional classifications, deviation from the general case can be expected, and in some cases these differences are noted. The handbook begins with a broad general view of trusteeship which is followed by a listing of the particular facets of the job, and it concludes with a more thorough discussion of each phase. Appendixes include sample bylaws for individual libraries, the Library Bill of Rights, and a bibliography of 16 items on the subject. (Author/JB)

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1968 MINNESOTA LIBRARY TRUSTEES HANDBOOK

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U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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MINNESOTA LIBRARY TRUSTEES HANDBOOK

Prepared by a committee of the
Trustees Section, Minnesota Library Association

St. Paul
1968

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FOREWORD

This booklet is written by Minnesota Library Trustees for Minnesota Library Trustees in the hope that we will all become better trustees. Most of the material herein is a general statement of trusteeship having application to most public libraries. For libraries in first-class cities, under city manager jurisdiction, or in counties or regional classifications, deviation from the general case can be expected. In some cases we will note the differences; in others, we will not.

The booklet is constructed with a broad general view of trusteeship at the beginning, a listing of particular facets of the job next, and concludes with a more thorough discussion of each phase in the final chapters. The appendix gives examples, sample forms and miscellaneous information of interest to trustees.

Much of the information was borrowed from other states' trustees manual or from the last Minnesota Trustees Manual. We gratefully acknowledge our debt to these sources.

WHAT IS A LIBRARY?

A public library is a basic, educational, community resource for all people throughout their entire lives.

It is a collection of books, periodicals, records, films, and related materials organized and administered by a competent staff.

It serves the interests, needs, and concerns of all ages and all groups by supplying the best possible material for information, recreation and enrichment.

The library, through every means at hand, encourages use of its facilities; it offers guidance and assistance to its users.

The library should be readily accessible to all; it is the connecting link with the total library resources of the region and state.

FROM ONE TRUSTEE TO ANOTHER: WHAT TO LOOK FOR IN A BOARD MEMBER

WANTED: *Persons of unusual personal or professional power and promise; intelligent, inventive, openminded creators of change; courageous doers with well-established success patterns, political know-how and self assurance; good citizens with high frustration tolerance and "no-flinch" attitudes; seasoned executives with backgrounds of law, finance, and personnel. Etc., etc., etc.*

Articles about trustees written for trustees to read have, like coffee served at a business meeting, the important function of confusing the issues a little in a pleasant way. This is especially important if the realities are unpleasant or unpopular . . . as the realities of human affairs very often are. Indeed, there is something misanthropic about looking clearly at oneself or one's fellows. But it's useful. When one has a job to do, a true description of the conditions and elements involved can help get things done.

The truth is that a great deal is expected of library trustees today, and this will be increasingly the case as the use of libraries grows, the demand for more services is met, as the cooperative programs (MELSA, MILSA) become operational, and as additional funds are made available to local libraries. Final responsibility for a library's philosophy and solvency falls squarely on its trustees. Trustees have the final legal responsibility for their library's purpose and programs. Long-range planning, meeting fresh problems, creative skill in people-to-people relationships are just a few of the requirements.

The library board occupies the strategic command post for local library service. If it lays claim to such a pivotal position of power, then both the library users and the library staff must be assured that the most qualified individuals are selected as trustees.

Since "qualified" can be a nebulous term, here are six attributes which characterize excellence in a library governing board:

1. Occupational diversity. The successful board strives for varied occupational distribution; homogeneity does not yield the necessary balance and the consequent fruitful results.
2. Financial experience. Trustees must approve the budget and help prepare it. Policy decisions on the budget require skillful know-how and awareness of financial needs and trends. Since expenditures are on the increase, the responsibilities are equal to or greater than those experienced by the

largest businesses in the community.
(Caution) Here trustees must be acutely conscious of the danger of not differentiating between policy making and administering).

3. Personal flexibility and compatability. James Russell Lowell says it well:

> General C. is a dreful smart man,
> He's ben on all sides that give places or pelf,
> But consistency still wuz a part of his plan—
> He's been true to one party, that is himself.

(This is Lowell's attack on Caleb Cushing, a celebrated attorney general and member of congress over a hundred years ago).

Unfortunately, these feelings are more modern than we like to admit and are motivated by largely unfounded feelings of distrust. If one recognizes the worth of each board member and the value of shared common goals, he can put aside the horrible weapons of modern intellectual warfare; the barbed thrust, the acid pen, and—most sinister of all, the rhetorical blast. Let us not emphasize all on which we differ but all we have in common. John Kennedy said, "Let us consider not what we fear separately, but what we share together."

4. Education. The board members must possess a sound educational framework in order to cope with the complex decisions which must be expertly executed. We are not talking about formal education necessarily here but rather the sophistication of knowledge that is needed for advising and consulting the board on the various facets of the library.
5. Availability. Obviously, the board member must be available; he must not only have the time but the willingness to fulfill his time-consuming responsibilities.
6. Motivation. Governing boards must have the motivation to produce to maximum capability; this motivation must exist within each individual and within the board as a unit.

If your present library board of trustees possesses these six attributes, you should have the beginnings of success. Or, if you are in the process of selecting a new board member, you know some of the things to look for.

Since trustees are crucial to the success of the library services in your community it is imperative that you take a long, hard look at the attributes you seek in your library board members and the process you use to select the "successful" trustee. A single mistake in this selection may weaken your institution slowly—but surely. The libraries of Minnesota cannot afford that loss.

HOW CAN PUBLIC LIBRARY SERVICE BE ADVANCED?

Local public libraries should seek out all ways to grow toward reaching the national goal of operating in a "system" to secure effective modern library service for every person in the state.

What is a system of library service?

The system is a means of making resources and services *available* to local readers but not necessarily all available within the local community. A system enables public libraries to give the best service at least cost; it brings resources of larger libraries to the people everywhere in the system.

The system operates on several levels to meet the needs of the user, whoever or wherever he may be.

Community libraries (town, city, county, regional libraries, bookmobile stops, stations, or branch libraries) band together, formally or informally, by federation, contract, merger or general agreement with a central library in a coordinated system of library service.

System headquarters supplies a comprehensive collection; resources in depth; specialized personnel (cataloging, information service, adult advisory service, young adult advisory service, children's advisory services, audiovisual, extension services); and special materials and services not needed regularly, but required by most readers at some time.

State Library and its governing agency provide their own resources, those of universities, bibliographic centers and federal libraries. It provides a program to guide and reinforce libraries and library systems throughout the state by consultation, planning, research services, certification of professional library positions, and other services.

YOU AND YOUR LIBRARY

As a library trustee, you have a public trust. You are responsible to your community or region for the government of the library under your control, unless your board is a purely advisory one, as some are in city management.

As a member of the governing board for the only educational institution which can serve all the people of your area throughout all their lives, you have an important, challenging assignment. It demands you give freely of your time, your thought, and your enthusiasm. Three major areas of concern are policy making, public relations and finances.

- You determine policy for your library and choose a suitable librarian to administer that policy.
- You are concerned with the library's financing, and it is your task to secure funds adequate for constantly improving service.
- You publicize and interpret your library to your community; you must know the laws governing libraries and work for passage of legislation favorable to it.

You are responsible for your library; its successes and failures are ultimately yours.

The decisions you make should be informed; they can be so only if you know your library, your community and the library world.

There are publications which can help you do your job well; there are professional associations which can increase your knowledge of library matters. As a trustee, you should be acquainted with all of them, their programs and resources.

You are, moreover, a trustee of a library in a state with an exciting and challenging library future. You have a common and joint responsibility to achieve better Minnesota Libraries with other Minnesota trustees.

WHAT MAKES A GOOD TRUSTEE?

1. *An interest in the library with an active concern for its growth and improvement.*
2. *Willingness to devote time freely to learn about and to further library service.*
3. *A recognition of the library's importance and potential influence as a center of community culture and continuing education.*
4. *A knowledge of the community—its needs, interest and resources.*
5. *A knowledge of library standards and new developments.*
6. *A knowledge of legal responsibilities and authority.*
7. *The ability to work cooperatively for the library program should be developed by the entire board not by individual members.*
8. *Willingness to accept office or committee appointments and to fill them creditably and efficiently.*
9. *The willingness to ask probing questions of the library administration on programs, policies, and functions.*
10. *Courage, imagination, loyalty, conviction, intelligence, enthusiasm and energy.*

AM I A GOOD TRUSTEE

The Trustee Rates Himself

If you can answer "Yes" to all these questions, you may rate yourself "Superior"!

1. Do I attend meetings promptly and regularly?
2. Do I interpret my library to the community?
3. Do I recognize the needs and interests of my community and see that they are met by my library?
4. Am I interested in having a building adequate to serve my community?
5. Do I allow the librarian to proceed in his specialized field in the selection of staff, books, and other management functions.
6. Am I a member of the Minnesota Library Association?
7. Do I attend regional, state and national meetings and make myself aware of what is being done beyond my own locality?
8. Am I familiar with Minnesota library laws?
9. Am I always sure that business, complaints, and similar matters go through the proper channels?
10. Have I read the publications listed in this manual?
11. Have I insisted upon salaries and personnel policies adequate to the staff members' status in the community?
12. Do I recognize the difference between economy and stinginess?
13. Do I have vision for future growth as well as responsibility for the present?
14. Am I cooperative in all library relations?
15. Do I follow the democratic principle of supporting majority opinions even though not my own?
16. Am I interested in providing a wide range of reading for my library patrons?

RESPONSIBILITIES OF TRUSTEES

LEGISLATIVE AND GOVERNMENTAL FUNCTIONS

- Know State law regarding Board and its powers (Minn. Statutes 134.07 to 134.15 and 375.33 (County Libraries) and 375.335 (Regional Libraries)).
- Determine objectives appropriate to the needs of the community.
- Establish policies concerning such matters as services, personnel, book selection and public relations which govern the library program and operations.
- Employ a qualified librarian, giving consideration to personality, academic training and professional experience. Establish conditions of employment and approve librarian's selection of staff.
- Promote the development and improvement of service by all necessary and feasible means. To meet minimum standards and achieve adequate service levels.
- Review objectives, policies and programs periodically.

FINANCIAL FUNCTIONS

- Work with the librarian in preparing the annual budget. Present the financial requirements of the library to local governing officials and work for adequate financial support.
- Administer gifts of money and property pursuant to policies governing gifts and according to terms of the gift or bequest.
- Present financial and progress reports to governing officials and the public at appropriate times.
- Determine adequate salaries for library personnel.
- Provide some financial aid, perhaps on a rotating basis, in dues, meeting or travel expenses for improving trusteeship especially for regional, state meetings.
- Approve expenditures of library funds.
- Know requirements for state and federal aids.

PUBLIC RELATIONS FUNCTIONS

- Promote a continuous public relations program for the interest and information of the community and service area.
- Keep local units of government and legislative representatives informed on library progress and needs.
- Be familiar with laws governing public libraries and their administration. Support legislation and create support for laws which will improve and extend library service.
- Maintain contact and coordinate activities with public and private agencies that carry on educational, civic, cultural, recreational and vocational activities.

OTHER FUNCTIONS

- Know the resources available in the state, regional and area programs and be aware of advantages and disadvantages accruing through participation in them. Know about library systems, federal and state aids, cooperative agreements, contractual services as they would affect and benefit the library.
- Attend all board meetings. Attend regional meetings, workshops, and conventions whenever possible.
- Actively support the Minnesota Library Trustees Association, and the American Library Association.
- Arrange, aid, and encourage seminars or workshops for fuller utilization of trustee talent and experience.
- Welcome new trustees, help orient them to the work of the library, and encourage them to take an active part in the board's activities.

RESPONSIBILITIES OF THE LIBRARIAN

ADMINISTRATIVE FUNCTIONS

- Recommend needed policies for board action. Administer the library carrying out policies and objectives determined by the board.
- Supervise, select, and manage library personnel and maintenance services.
- Suggest and carry out plans for improving and extending library services.
- Select, acquire, and dispose of books and related materials in compliance with library policy.
- Prepare regular reports on the progress and needs of the library.
- Maintain records and prepare reports for the State Library, governmental bodies and the public.

FINANCIAL FUNCTIONS

- Prepare regular reports on the finances and needs of the library.
- Prepare with the library board the annual budget.
- Recommend adequate salaries for library personnel.
- Know requirements and regulations governing state and federal aids.

PUBLIC RELATIONS FUNCTIONS

- Conduct a forceful public relations program in accordance with board policies.
- Cooperate with other agencies and institutions including government, educational, cultural, vocational, recreational, and civic groups.
- Be familiar with laws governing public libraries and their administration.
- Support legislation which would improve library service.

OTHER FUNCTIONS

- Know the resources available in the statewide library system and make efficient use of them.
- Be informed on significant developments in the profession in the community, region, state, nation and world, such as state and federal programs and aids, library service agencies and areas of cooperation.
- Welcome new trustees, help orient them to work of the library and encourage them to take an active part in the board's activities.
- Attend all board meetings except when the librarian's salary or tenure is discussed.
- Affiliate with the Minnesota Library Association and other professional organizations. Attend related meetings.

THE TRUSTEE AND THE LIBRARIAN

Complete confidence should exist between the librarian and the library board in order to carry out their duties effectively.

The board and librarian share responsibilities for public relations, budgeting and raising funds and promoting the growth and improvement of the library and library service.

Neither the board nor the librarian should interfere with matters exclusively the responsibility of the other.

Complaints of all kinds should properly be made only to the head librarian. A method of orderly transmission of complaints, requests or petitions should be established.

Information concerning the library should be exchanged freely between librarian and trustees.

OBJECTIVES AND POLICIES

The short and long range objectives of a library should be formulated jointly by the library board and the librarian. They should be set forth in writing and reviewed periodically. Each library should be geared to the needs of its community.

Every library should have a written statement of administrative policy which should be available at all meetings. It is subject to constant review and should be revised when needed. Written objectives and policies help to prevent misunderstandings and give guidance to trustees and library staff.

Policies Concerning Library Services and Buildings include the necessary rules and regulations, but not too many and may include: Who may use the library; Book selection procedures; Displays; Exhibits; Gifts and Memorials; Meeting rooms; Library hours, fees, dues, etc.; And plans for extension of library service.

Policies Concerning Staff will probably include selection and appointments, retirement, dismissals, salary schedules, sick leave, jury duty, maternity leave, holidays, employee training and development, employee benefits, in-service training; powers and duties of librarian and staff.

Policies Concerning the Community will outline a public relations program, coordinate the library's program with activities and services of other community agencies including the school libraries; provide for hearings of individuals or groups with specific questions or suggestions, or complaints relating to the library.

BOARD ORGANIZATION AND MEETINGS

Minnesota state law charges the library board with the responsibility to regulate and supervise the library and gives it exclusive control of the expenditure of all monies credited to the library.

The library board should be organized to conduct its business as effectively and efficiently as possible.

- A board must have a set of permanent by-laws and regulations for the government of the library and for conduct of its business as prescribed by law, including such items as: place and time of regular meetings, order of business, procedures for calling special meetings, date of annual meeting (immediately after appointments are effective); definition of a quorum (usually a simple majority); parliamentary rules to be followed; list of officers and committees and their duties (a president and secretary are required with other as necessary); the role of the librarian; limitations on board members (such as length of service and prohibitions on hiring a board member or his relative in the library); amendment procedures. By-laws should not be too detailed or restrictive.

- Regular meetings should be held at least monthly with special meetings called to handle unusual situations or problems.

- The librarian should attend all meetings except those at which his salary or tenure is discussed.

A good chairman and a carefully considered agenda make for a stimulating board meeting accomplishing its objectives.

THE CHAIRMANSHIP of the board

- Requires tact, leadership, and a thorough understanding of the library's problems and goals.

- Should be rotated among board members. Two one-year terms is a reasonable limitation to apply to the presidency.

THE CHAIRMAN should:

- Prepare an agenda (with the librarian) to send to all members in advance of each meeting, so that business can be conducted more smoothly with less waste of time. Include resource materials such as policies or reports with the agenda whenever possible so members are ready for discussion.

THE SECRETARY shall:

- Record accurate and complete minutes of the proceedings (frequently the librarian acts as the actual recorder, but the elected secretary is responsible for them). Copies of the minutes should be sent after each meeting to all members and placed on file in the permanent record book.

THE BOARD should:

- Plan regular study sessions of the "Trustees Handbook", "ALA Minimum Standards for Public Library Systems" or other reference materials.

TRUSTEES are appointed for terms according to law for three-year terms.

- Three consecutive full terms or nine years is a recommended maximum tenure for any trustee. Former trustees form the basis of strong Community support.
- A rotating board membership will represent a diversity of interests and occupations. It can bring new ideas, new emphasis and new direction to a library.
- A board is a composite body reflecting assets of all members. No one person need be considered indispensible since the total board utilizing qualities of all members can encompass desirable talents.
- Truly outstanding trustees can be reappointed to the board. They should perhaps retire for a year or more. Trustees should realize the benefits to the library by voluntarily refusing reappointment at appropriate times.

SELECTION OF A LIBRARIAN

The selection of a competent librarian-administrator is the single most important responsibility of the library board. Trustees should consider professional training, experience, personality, and any special abilities or training required by the particular position.

In addition, intelligence, enthusiasm, imagination, a love of books, and an ability to get along with people are of primary importance in a librarian. Self-confidence, leadership, dependability, management skills and an interest in furthering library development will be expected in a head librarian.

Local conditions such as the size of library, staff, and resources are factors affecting the selection of an administrator. Trustees of the smaller libraries in the state often experience a more difficult time filling administrative posts than do larger libraries.

Trustees of these libraries, as all trustees, should be aware of and investigate all avenues open to them in providing administrative talent. They might sponsor a scholarship student, enter cooperative agreements with other libraries for administrative work, or join a county or regional system rather than hire an administrator for themselves.

All trustees during the hiring process will do well to seek the advice and counsel of the State Library Division, recognized library schools and professional organizations.

The BOARD will establish:

- Conditions of employment for the librarian. The trustee should be aware of current practices in the profession concerning competitive salaries, length of vacations, retirement benefits, local civil service requirements (if any), fringe benefits and state requirements of certification, accreditation, and state aid. Again, the State Library agency, library schools and professional organizations provide valuable and current information.

The board will determine qualifications, set salary ranges, seek candidates, check references, evaluate individual qualifications, and arrange interviews with promising candidates paying necessary travel expenses.

The librarian serves at the pleasure of the library board subject to provisions of verbal and/or written agreements.

THE TRUSTEE AND HIS RESPONSIBILITY IN FINANCIAL MATTERS

One of the most important duties of the board of trustees is to see that the library has sufficient money to operate properly. It is incumbent on the trustee to ask for sufficient money; it is the obligation of the taxing unit to provide the funds.

Too often, a board of trustees is willing to accept, without question, an insufficient appropriation. Board members should expect to ask for and even demand, monies adequate to provide good library facilities, and better library services. It's not an easy task; the trustees must lay the groundwork and prove his case.

The board of trustees shall prepare, in consultation with the librarian, an annual budget including salary schedules which it will then present to the appropriate taxing authority. Budgets should be datailed with clear explanations of unusual increases or decreases of particular items. The librarian should be present at budget hearings to answer questions on administration and financial details.

Salaries must be competitive with other libraries in the area and often the state and the nation. Salaries commensurate with required education, ability and experience will attract and hold capable people in the public library field.

Data on budgets and salary schedules are available from state and national agencies and organizations.

The trustees control the expenditure of all money raised and appropriated for the library. Their goal is better library service and it is the business of the board to spend money, not save it. The board has exclusive control of the expenditure of all monies collected for or placed to the credit of the library fund. Itemized vouchers, approved by the board, are required before money can be paid out.

Gifts, trusts, and bequests should be considered supplemental funds; they should not be considered a means of lowering appropriations. Donors of such income and funds intend to add to the income of the library not relieve the burden of taxation. Trusts and gifts must be administered, accepted and provided for in accordance with state laws governing them as well as the policies adopted by the library concerning them. Terms of trust agreements must be carried out.

State and federal aids are also a means of improving services and a way of maintaining a minimum standard of library service. They may not be considered a means of reducing the tax load. Aids are allotted on the state fiscal year July 1 through June 30.

Every trustee should be familiar with sources of library money: the amount of municipal, county or regional appropriations; amount of and income from trust funds; totals received from gifts, fines, sales, etc.; amount of state and federal funds received or available.

Many libraries are, or could become eligible for state-aid funds, and funds from the Library Services and Construction Act and a host of other funds. Loans, grants and aids are available to upgrade community services and to promote librarianship. The State Library agency and professional organizations can help identify these sources.

Trustees should aim for recognized minimum standards in operating budgets to provide at least the minimum accepted service for library patrons. But the minimum standard should not be the ultimate goal of the board.

A rule of thumb currently in use suggests a library budget allow about two-thirds of its money for salaries other than maintenance and about twenty per cent for books and materials.

The contents and buildings should be insured adequately. Trustees should consider the possibility of insuring library resources in conjunction with other municipal, county or regional agencies. A record for insurance purposes should be maintained outside the library.

State law allows trustees of county and regional libraries to be reimbursed for travel expenses to, from and at board meetings. All trustees may be reimbursed for travel to library conventions, district meetings and on other library business.

Annual financial reports must be made at the end of each fiscal year. Copies of such reports must be filed with the State Department of Education, Library Division. Information will include receipts, expenditures, books bought, and loaned.

PUBLIC RELATIONS AND THE TRUSTEE

A major responsibility for the board of trustees in every community is to "sell" the library to the public. The aim is not only to get its books and materials more widely used, but also to secure strong enthusiastic support for the library and its budget.

This is where public relations come in. Public relations is the way you tell the library story. It is a "must" because libraries are waging a battle for people's time against television, movies, spectator sports, automobiles, and meetings.

The Library Public Relations should aim to

- Encourage the use of the library,
- Inform the public of the library program,
- Obtain citizen support for library development.

Library news can be found in special books for young children, story hours, and reference volumes for high school students. Films available to community audiences, provide direct aid to local organizations for meetings and stimulate more reading by young and old. Libraries promote their use by reaching outside their walls with programs to stimulate interest in library related fields.

National Library Week and Children's Book Week both promote library use and call attention to the local outlet. Cooperation with schools, open houses and other affairs draw in more of the public. Traveling story ladies or mobile libraries can serve people in the service area who do not or cannot come to the library.

Such events and activities are a continuing source of excellent library news. Building public education about libraries will fortify public support for additions and modernizations of library buildings and extension of library services. Without it, libraries can fail to halt budget cuts, decline in services and withdrawal of patronage.

Trustees should see that someone, librarian or trustee, is directly responsible for such news releases. Every local editor or radio programmer is constantly on the lookout for news and library news can be a part of it.

No library should confine itself to news type public relations. Trustees must "talk up" the library at every opportunity, as, naturally, should the librarian. It is especially important to make the public aware of the library's needs just prior to budget committee sessions.

Trustees and the librarian should be available to talk about the library at club meetings. Service and men's clubs, women's organizations, always need speakers who can make clear that the library is a busy, well stocked friendly center of information and recreation. The library should help create a demand for its speakers: by offering programs, publicizing the services and contacting program chairmen. A speakers' bureau can be set up among the board and staff. The library should build and maintain a file of up-to-date speeches, slide shows, movies, or other media.

Trustees should be able to draw upon the public relations program resources when there is a need to create public support for legislation favorable to the library. The public will be willing to support legislation if it has been informed of library needs beforehand.

The total public relations program should be planned and budgeted for, but flexibility for needed changes must be maintained. A review of the complete program should be scheduled regularly.

TRUSTEE ASSOCIATIONS

Essential to the competent performance of the trustee's duties is membership in local, state and national trustee associations and attendance at district, state, and national meetings.

The Minnesota Library Association, trustee section, is devoted to the promotion, development and extension of libraries and library service in the state through cooperation with Minnesota Library Association and the State Library Division.

It provides trustees with opportunities for exchanging ideas on library administration, with means of influencing public opinion in regard to library values and importance and stimulates interest of trustees in becoming better and more effective guides of library policy.

MLA meets annually in September and October. Its district meetings are held each spring in cities around the state. Other meetings are announced in its Bulletin which goes to all members.

National trustee organization:

The American Library Trustee Association is a division of the American Library Association.

ALA is the oldest and largest national library association in the world, with 13 divisions, 54 state, regional and territorial chapters, and 8 affiliated organizations. Founded in 1876 it has a membership of approximately 36,000 librarians, libraries, library trustees, and friends of the libraries. The object of ALA is to extend and improve library service and librarianship in each state and throughout the world. National conferences are held each year in different parts of the country. Dues are nominal and tax deductible.

In joining ALA, a trustee elects to become a member of the American Library Trustee Association and one other division. He receives a subscription to the ALA Bulletin issued monthly.

Education and training for effective library trusteeship are best provided by library and trustee associations through their publications, workshops and meetings.

To give their advantages to each library trustee, the library budget should include dues for membership and expenses incurred for a board representative to attend association meetings. Dues and expenses are a legitimate and very necessary exepnditure of the local public library.

THE STATE LIBRARY AGENCY

The state library agency in Minnesota is the Public Library Section of the Minnesota Department of Education, traditionally referred to as the Library Division. Its goal is to secure effective modern library service for every citizen in the state.

The Division is responsible for carrying out a program of public library development, administering the Library Services and Construction Act for the state, and providing reference and interlibrary loan service to the libraries of the state.

The state Director of Libraries is responsible to the State Board of Education through the Assistant Commissioner of Education for Administration.

The library and offices of the Library Division are located in the State Office Annex, 117 University Ave., St. Paul 55101. The building is across from the Capitol and one-half block west on University.

The Library Division under the State Board of Education has the authority to draft rules and regulations governing public library organization and operation under state law. It also sets standards for public libraries, and enforces such standards in the administration of state aids to public libraries.

The purpose of the agency is to provide leadership, consultation and guidance toward the full development and coordination of all kinds of library service in Minnesota.

Through its extension service, the Division assists in organizing new libraries and in strengthening existing libraries through technical advice and field services. Advisory services include administrative help, interpretation of library laws, organization and reorganization of libraries and helpful advice on useful tools.

The Library Division issues the periodical "Minnesota Libraries" quarterly. It carries regular reports on library planning and progress in Minnesota.

The following services are provided by the State Library Agency:

- Assistance to public officials in establishing and supporting large-scale public library systems.
- Advisory service to library boards and libraries on the strengthening and improvement of library service on the local level.
- Financial assistance in the establishment of large scale public library systems and continuing state aid funds for such systems which meet state standards.
- Special reference and loan services to state government.
- Coordination of interlibrary loan services throughout the state.
- Direct loan of books to individuals without local library service.

PLANNING AND BUILDING NEW LIBRARIES

The library board as the governing body of the library is responsible for the legal and financial aspects of any library construction. Many specific duties devolve upon the board. The following list is a step by step review of a new building project:

1. Appoint a qualified library consultant to survey library needs of the service area. The consultant may be a qualified librarian, library educator or professional library surveyor who will evaluate space, resources and facilities needed.
2. Determine the type of building program to be initiated on the basis of the library needs determined by the survey.
3. Appoint a qualified librarian to direct library service planning of the building program.
4. Adopt a written program of building needs.
5. Publicize the building program in order to enlist local support. Make known the program to community leaders, officials and the general public.
6. Appoint a building committee consisting of board members. All communications from the library board concerning the building program should be channeled through the committee to consultants, architects, contractors.
7. Select and appoint qualified library building consultant, qualified architect, qualified attorney and qualified interior specialist.
8. Procure a site for the future building.
9. Approve plans for the design, structure, equipment, furniture.
10. Authorize bids for construction of the building.
11. Award construction contracts, equipment and furniture contracts, and authorize payment of invoices at appropriate times.
12. Maintain regular communications with all advisory personnel associated with the building program through the board building committee throughout the construction phase.

Success in any building program depends upon cooperation and coordination of activities between members of the planning team which consists of the library board, librarian, library consultants and the architect. The librarian acts as administrator for the entire project.

The building program is a concise, written statement of purposes of the library and the types of services to be offered, including and defining activities to be housed, people to be accommodated, areas, space relationships, equipment and furniture, and specific provisions. Typical of items considered will be entrances, public areas, charging-return-registration desk, formal seating, listening posts, special equipment areas, book shelving, meeting rooms, display facilities and public rest rooms among others.

Staff areas, workrooms, offices, locker rooms and lounges, custodial and equipment areas, garages, are also noted. Parking, exterior considerations and even a corner stone can be included in the written program.

Federal and state funds are available to eligible libraries. Consultation with the State Library Division is essential for the most efficient and expedient progress with a building program, and to make certain the project is eligible for said funds.

APPENDIX I

QUESTIONS AND ANSWERS

What should library trustees do about censorship of books?

Establish a book selection policy which is in accordance with the principles set forth by ALA Council in "A Library Bill of Rights" adopted 1948 and amended in 1968 and the statement on "The Freedom to Read," adopted 1953. Texts are included in the manual. See also "Not Censorship but Selection" by Lester Asheim, *Wilson Library Bulletin,* September 1953.

Who should be responsible for library service in the schools?

The local Board of Education.

Trustees should know the status of the development of school libraries in their community, encourage the establishment of libraries in elementary and secondary schools and in community colleges, and plan jointly and continuously with other library representatives and school officials in order to evaluate their joint, as well as their separate, responsibilities and develop lifetime habits of reading in young people, recognizing that the school library serves the child in his school life, the public library in his community life.

What is the responsibility of library trustees for library legislation?

Trustees and librarians should study library legislation and work for supporting and protective laws. President of ALTA in the *ALA Bulletin,* Oct. 1960.

To be effective in securing legislation, trustee should:

Inform legislators of library affairs throughout the year, not just when their votes are needed;

Join with library associations in presenting proposals for library legislation and working for their adoption;

Secure the support of community leaders and organizations;

Call on Senators and Representatives in order to acquaint them with the reasons for needs of legislation;

Question legislative and gubernatorial candidates of both political parties in an election campaign to ascertain their stand on library legislation endorsed by the library associations, and on needed appropriations.

Encourage those who use the libraries to write their representatives.

Secure articles in the newspapers.

What is the special role of public library trustees in National Library Week?

To endorse officially the National Library Week program;

To spotlight the needs and services of all the library resources in the community;

To take the lead in forming a committee concerned with the development of the total library resources of the community—school, college, and special—and to be willing to help plan and to participate in National Library Week.

Trustees should insure the enlistment of an influential non-board member as chairman of the committee; suggest individuals and organizations for membership on the committee.

Suggestions for programs and specific projects for libraries, trustees, and community groups are to be found in the organization handbook, "National Library Week," 58 W. 40th St., New York 10018, 35 cents.

APPENDIX II

SAMPLE BYLAWS FOR INDIVIDUAL LIBRARIES

MEETINGS: The regular monthly meeting of the Library Board shall be held on the ..... of each month, at ..... p.m. at the library. The annual meeting shall be held at the time of the regular monthly meeting of ..... at the usual place.

Special meetings may be called by the president, or upon written request of ..... members, for the transaction of business stated in the call for the meeting.

Notices shall be sent at least ..... days before the meeting.

OFFICERS: Officers of the board shall be chosen at the regular annual meeting of the board, and shall be as follows: president, vice president; secretary and treasurer (if needed), to serve until successors shall be elected and qualified.

An officer may succeed himself, provided, however, that a president or vice president shall not serve more than three consecutive terms.

The president of the board shall preside at all meetings, appoint all committees, certify all bills approved by the board, authorize calls for any special meetings, and generally perform the duties of a presiding officer.

The vice president shall preside in the absence of the president.

The secretary shall keep a true and accurate account of all proceedings of the board meetings. (Or the librarian may be designated "As executive secretary to keep true and accurate account . . ." The librarian has no vote on the board.)

The treasurer shall have charge of the special library funds and income outside the appropriations in charge of the city (or county). The treasurer shall sign checks on the account on the authorization of the board, and shall report at each meeting on the state of the funds. (Change to suit those libraries which administer all library funds, including library tax receipts.)

COMMITTEES: Special committees for the study and investigation of special problems may be appointed by the president, such committees to serve until the completion of the work for which they were appointed.

QUORUM: A quorum for the transaction of business shall consist of ..... members of the board.

DUTIES: The duties of trustees consist of carrying out conscientiously the powers given them. It is their duty and responsibility to determine policy of the library, select and appoint a competent administrator or librarian. Advise in the preparation of the budget, approve it and work to obtain the necessary funds. Provide and maintain adequate buildings and grounds. Study and support legislation which will bring about the greatest good to the greatest number of libraries. Cooperate with other public officials and boards and maintain vital public relations.

LIBRARIAN: The librarian shall be considered the executive officer of the board and shall have sole administration of the library under the direction and review of the board. The librarian shall be held responsible for the care of the building and equipment, for

the employment and direction of the staff, for the efficiency of the library's service to the public and for the operation of the library under the financial conditions set forth in the annual budget. The librarian shall attend all board meetings except those at which his appointment or salary is to be discussed or decided.

LIMITATIONS: No member of the board or immediate relative of the library director shall be considered for staff employment on a full time basis.

No member of the Board or any administrative member of the library shall use the resources, business, finances or contracts of the library for personal use or profit.

ORDER OF BUSINESS: The order of business at regular meetings shall be as follows:

Call to order
Approval of minutes (either read or previously received)
Approval of treasurer's report
Approval of financial report (if different from treasurer's report)
Report of the librarian
Report of committees (standing and special)
Communications
Unfinished business
New business
Approval of bills
Adjournment.

(Include under New business the annual review of policies and perhaps a monthly review of the trustees manual. Or create a new designation in the agenda for Policy review and Member education. Action to be taken on items included in reports should be done under old or new business as is appropriate.)

AMENDMENTS: These bylaws may be amended at any regular meetings of the board with a quorum present, by unanimous vote of the members present, providing the amendment was stated in the call for the meeting.

The bylaws shall yield only, in point of conflict, to legislation enacted by the Minnesota Legislature, specifically aimed at Minnesota libraries and Library Boards and incorporated into the Minnesota state statutes.

These bylaws will be in force upon adoption by the library board of the ..... library on the ..... day of .....

MATERIALS FOR PORTFOLIO OBTAINABLE FROM THE LIBRARIAN

By Laws

Budget of the library and past annual statements of income and expenditures
Statistical reports: circulation, borrowers, etc.
Board minutes for current year
Personnel list with salaries, grades and titles
Map showing location of branches and stations
Minnesota Library laws
Statistics of Minnesota Libraries
Digest of federal, state, and local library laws, and city charter provisions for library if they exist.
Objectives and policies of the board
Application blanks for membership in national and state trustee associations

APPENDIX III

LIBRARY BILL OF RIGHTS

The Council of the American Library Association reaffirms its belief in the following basic policies which should govern the services of all libraries:

1. As a responsibility of library service, books and other library materials selected should be chosen for values of interest, information and enlightenment of all the people of the community. In no case should library materials be excluded because of the race or nationality or the social, political, or religious views of the authors.

2. Libraries should provide books and other materials presenting all points of view concerning the problems and issues of our times; no library materials should be proscribed or removed from libraries because of partisan or doctrinal disapproval.

3. Censorship should be challenged by libraries: in the maintenance of their responsibility to provide public information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5. The rights of an individual to the use of a library should not be denied or abridged because of his age, race, religion, national origins or social or political views.

6. As an institution of education for democratic living, the library should welcome the use of its meeting rooms for socially useful and cultural activities and discussion of current public questions. Such meeting places should be available on equal terms to all groups in the community regardless of the beliefs and affiliations of their members, provided that the meetings be open to the public.

APPENDIX IV

READING FOR MINNESOTA TRUSTEES

American Library Association. *Interim Standards for Small Public Libraries.* American Library Association, 1962. $.75.

American Library Laws. 3rd edition; 1964. $15.00; with supplements. American Library Association.

Brown, Eleanor. *Bookmobiles and Bookmobile Service.* Scarecrow Press, 1967. $11.50.

Costs of Public Library Service, 1963. American Library Association, 1964. $.75.

Corrigan, Dorothy. *Workbook for a Successful Workshop.* American Library Association, 1967. $1.

Goldhor, Herbert. *A Plan for the Development of Public Library Service in the Minneapolis-St. Paul Metropolitan Area.* (MELSA) Library Division, Department of Education, State of Minnesota. 1964.

Minimum Standards for Public Library Systems, 1966. American Library Association, 1967. $1.75.

"Operating guidelines for the Minnesota Plan Under the Library Services and Construction Act of 1964." *Minnesota Libraries,* September, 1964. Library Division, Department of Education. State of Minnesota, 1964.

Shaffer, Kenneth. *Twenty-five Cases in Executive-Trustee Relationships in Public Libraries.* Shoe String Press, 1960. $3.50.

Sinclair, Dorothy. *Administration of the Small Public Library.* American Library Association, 1965. $5.00.

The Small Public Library: A Series of Guides for Community Librarians and Trustees. American Library Association, 1963. $8.00.

Wallace, Sarah, editor. *Friends of the Library.* American Library Association, 1962. $2.50.

Wheeler, Joseph, and Goldhor, Herbert. *Practical Administration of Public Libraries.* Harper, 1962. $7.50.

White, Ruth, editor. *Public Library Policies—General and Specific.* (Public Library Reporter, No. 9) American Iibrary Association, 1960. $2.50.

Winser, Marian Manley. *A Handbook for Library Trustees.* 2nd edition. Bowker, 1959. $5.00.

Young, Virginia. *The Library Trustee: A Practical Guidebook.* Bowker, 1964. $7.50.

All of these may be borrowed from the Library Division, Department of Education, State Office Annex, 117 University Avenue, St. Paul, Minnesota 55101.